



Board of Directors Meeting of the Unified Forensic Laboratory

July 22, 2026

2:00 pm - close

Members

AC Sheriff Tyler Brown (V) – Chair	AC Sheriff Darren Weekly (V) – Vice Chair	Aurora Chief of Police Todd Chamberlain (V) – Secretary	18 th Jud. District Attorney Amy Padden(V)
Alternate Bureau Chief Mike McIntosh	Alternate – Chief Ken McKlem	Alternate Dep. Chief Mark Hildebrand	Alternate - ADA Ryan Brackley
Aurora -Mayor Mike Coffman, (V)	AC Commissioner Jeff Baker, (V)	DC Commissioner, Kevin Van Winkle (V)	Lab Director Kimberly Morrow (NV)
23 rd Jud. District George Brauckler (V)			
Alternate ADA Garrik Storgaard			

BOARD MEMBERS	
P	Todd Chamberlain , Chief, Aurora Police – (V)
P	Mark Hildebrand , Division Chief, Aurora Police, Alternate
P	Darren Weekly , Sheriff, DCSO – Chair (V)
A	Jason Kennedy , Undersheriff - Alternate for Sheriff Weekly (V)
P	Tyler Brown , Sheriff, Arapahoe County – Vice Chair (V)
A	Ken McKlem , Chief, Alternate for Sheriff Brown (V)
A	Amy Padden , DA 18 th Judicial District (V)
P	ADA Ryan Brackley , Assistant DA 18 th Judicial District, Alternate (V)
P	Mike Coffman , Mayor, City of Aurora (V)
A	Jeff Baker , Commissioner, Arapahoe County (V)
P	Kevin Van Winkle , Commissioner, Douglas County (V)
P	George Brauckler , DA 23 rd Judicial District
P	Garrik Storgaard , ADA 23 rd Judicial District
P	Kim Morrow , UFL Director, Arapahoe County (NV)
P	Ashley Hernandez-Schlagel , Attorney of Record for UFL (NV)

P=Present A=Absent

ADDITIONAL ATTENDEES

Wendy Wales, Support Specialist, UFL/APD
Tracey Montano, Deputy Director, UFL/DCSO
Celina Oropeza, Deputy Director, UFL/APD
Dan McMillan, Division Chief DCSO
Brian Murphy, Commander DCSO
Jason Kennedy, Undersheriff DCSO
CheyAnne Ivis, UFL/ACSO
Shane Williams, UFL/DCSO
Sonya Ormsbee, DCSO
Holly Carrell, Douglas County
Amanda High, UFL/ACSO
Olga Fajaros, ACSO
Michael Gilbert, UFL/DCSO
John Schneebeck, Aurora
Mara Nelson, APD
Marc Paolino, Commander APD
Kelsey Haege, UFL/APD
Brian Murphy, Lt. DCSO
Jeremy Nesvold, Captain ACSO
Dan Avery, Douglas County

1. Call to order:

The meeting was called to order by Sheriff Weekly at 2.05 pm.

Roll call / Confirm Quorum: A roll call was conducted by Sheriff Brown. We have a quorum.

2. Approval of minutes from last meeting:

A motion to approve the minutes of the last meeting 05/27/26, was presented by Commissioner Van Winkle, 2nd by Chief Chamberlain.

Motion passed.

Meeting notice:

Notice of the meeting was posted on the UFL website on Tuesday 07/21/26.

3. Open ongoing items:

○ General Lab Updates – Director Morrow

Staffing and Hiring for the Lab.

- ◆ The Chemistry Unit is fully staffed and fully trained.
- ◆ The Latent Print Unit is fully staffed and is completely some additional training.

- ◆ Within the Firearms Unit we did lose our NIBIN Technician around the last Board Meeting. Aurora has graciously upgraded the position to a Firearms position. The position was posted and we did have few applicants who were qualified. The position has been reposted as of yesterday to try to expand our applicant pool. We are also exploring the possibility of hiring an entry level position. We will make the determination when we see how the 2nd round of posting goes.
- ◆ The DNA Unit; we have three (four including our Systems Administrator) fully trained. We have four trainees. Two trainees are working as Technicians We anticipate that in the next month we will have two trainees signed off for report writing and another two by mid-fall. We are unable to give the exact date as we have some other projects coming up which Director Morrow will discuss momentarily. We will reach the point where we have four trained analysts and five trainees. The training is moving forward very quickly. Our new process is focusing on training with the majority of casework being completed with overtime. Our analysts are doing an incredible job of balancing training and casework.

DNA new hires; the new ACSO hire will be starting on August 24th. The DCSO new hire is still in the final stages of background. We are anticipating a start date towards the end of September, by the time she starts, we will have more trainees than trained staff members. We have general timelines we are working on, but it truly depends on when those start dates happen as to when we can coordinate them.

- ◆ The Quality Assurance position has been reinstated by Arapahoe County. The new hire will be starting on August 17th.
- ◆ We have multiple computer projects that need to be completed. We are still working on getting our software updated for multiple units so we can comply with the Windows 11 IT requirements. We have received the software for Chemistry. Chemistry will be revalidating the software for GCMS's. DNA we received new software; it is the major component to all of our analysis. We need to validate the new software, as well as several other smaller software validations between now and the end of the year. These are all projects we need to move forward on. We were not sure when those software packages were going to come through so we were a little surprised to have a package of software delivered this morning. We need to work those into our workflows and upcoming plans.
- ◆ Moving forward we will have to revalidate the new version of the software that is all of our casework, that will be a lab-wide process for security compliance with IT. Some of the software was paid for by our DNA Grant (around \$100,000). Director Morrow found out about ten minutes ago our new Grant came through so the fear of running out of overtime funds will not come to fruition. We are very relieved about that. She is not sure when it was released but she received the email confirmation just prior to the meeting. The new grant is being set up, and we will be moving forward with that as well as some instrument purchases and things over the next few years for the DNA Unit. These updates will support our expanded capacity.
- ◆ Director Morrow would like to give kudos and point out some good things that have been happening around since the last Board of Directors meeting.

- ◆ In the Latent Print Unit, we had an urgent case for Aurora that was released, we received the evidence and we were able to release the case the next day.
- ◆ In DNA, even with our serious backlog and work turnaround times, we did have emergency public safety risks that we were able to release in less than two weeks.
- ◆ Firearms, we had a giant case that spanned multiple jurisdictions with a few dozen cases, and we had one examiner dedicated months of work to it over two years, and the defendant pled guilty.
- ◆ The biggest Kudos Director Morrow would like to give out today is to our Chemistry Unit, for a long time we have only had two examiners as one was ill. Director Morrow would like to acknowledge how deeply Aurora cared for that employee during that difficult time. The employee was replaced by an examiner who was also working crime scenes, now that we are staffed with our three examiners, we have zero cases in our backlog. Our chemistry unit is working on real time, the evidence comes in and they immediately take it.
- ◆ In Latent Prints the oldest case in the backlog is less than a month old. We do have our issues, but we also have a lot of positives. Our chemistry unit has worked so hard over the past six months, and Director Morrow would be remiss if she left the systems administrator out of that. She digitized their records and streamlined their notetaking; it has made a huge difference.
- ◆ Director Morrow has finished her updates; the floor is open for questions.
- ◆ Chief Chamberlain asked if the license on the new software is licensed by user or overarching for the whole unit. Director Morrow said it is both. We have a server and then we have client licenses that have to be assigned to each analyst. Each analyst must have their own dedicated access. There are some that we can share. Our statistic software is able to be alternated usage, but this is the crux of their analysis, and they are required to have their own license. There will be one database and then a client for the analysts.
- ◆ Chief Chamberlain asked if the software expires or does will last for a while?
- ◆ Director Morrow replied; the only reason we are upgrading is our current version is not compatible with Windows 11.
- ◆ Chief Chamberlain then asked if there are any landmines with budgeting for that or are we good.
- ◆ Director Morrow said we budgeted around \$95,000.00 of our CEBR Grant money to cover the Aurora IT cost of the software. Director Morrow said Aurora IT did add significant money, they covered the Chemistry software upgrade and covered the rest of the money for the DNA software that we didn't have.
- ◆ Chief Chamberlain had one additional question regarding overtime. Where is the baseline of where we should be at with overtime, what is reasonable overtime and what is unmanageable overtime? How are you validating or showing success in the management of overtime?

- ◆ Director Morrow; our trainees outweigh our analysts right now. With training, most of our work is being completed on overtime, which is strictly for casework. Anything related to casework, including data analysis, report writing, lab work or reviews is eligible for overtime. The overtime right now is filling the gaps and allowing us to still turn out cases whilst we train our new analysts and try to rebuild the entire unit.
- ◆ Chief Chamberlain asked if Director Morrow is going to frame something out to show what is reasonable use of overtime and what is allowed with no controls?
- ◆ Director Morrow said case work is always reasonable for overtime, it is what the grant is for; CEBR stands for “capacity enhancement backlog reduction” so anything that increases your ability to do work or decreases your backlog is eligible for the grant. Per the federal requirement, a backlog is any case that is over 30 days. Any analyst who is working overtime is working extraordinarily hard and any overtime is justified.
- ◆ Chief Chamberlain further asked, would the grant qualify for getting an additional analyst or is it strictly for overtime for the analysts we have?
- ◆ Director Morrow replied; this would include any new analyst once they are signed off for casework will be eligible to use the grant to continue to tackle the backlog.
- ◆ Chief Chamberlain asked if the grant could be used for more staffing?
- ◆ Director Morrow said staffing with grant money is challenging. The grant has been unreliable recently with varying dates and award timing. We should have had this grant months ago, we were getting information on the grant when the applications should have been accepted and reviewed, and we should have had our notifications. There have been other labs that have hired staff on grants, and their agencies had to take the positions over because the grant money was not released to renew the contracts. The problem with grants and DNA is that each grant is around a two-year grant but by the time we have trained a DNA analyst, we have been paying with grant money to get them up and running but there is no guarantee that we can maintain the position. It is preferable for longevity purposes to do things like equipment purchases or casework because the risk of losing someone on a grant because it might not exist next year with the current government, is a lot of money that we spent training someone for some other agency. There are a lot of labs that have found it problematic.
- ◆ Chief Chamberlain is concerned about burnout issues with our personnel because they are running a bunch of overtime, he wants to make sure we are managing it and keeping them where they need to be to avoid burnout.
- ◆ Director Morrow said our analysts know if they don’t feel they can do something to the highest quality, they don’t work overtime that day. We do keep an eye on it, and we track it. Director Morrow has running spreadsheets with the analysts and every little bit of overtime they use, we have to do grant reporting, so we do keep a very close eye on what overtime is being worked, as well as the quality of the work. If the quality decreases with the increase of work, then we pull overtime back.

◆ Chief Chamberlain thanked Director Morrow for the information.

○ **Consortium Updates**

Douglas County Strategic Services – DC McMillan announced Moe is unable to attend today as he is moving to Ohio in the next few days for a job opportunity. He will complete the report that he has, the information will be provided to Holly Carrell to identify another project manager to take over the audit.

Chief Chamberlain asked if he would give a snapshot of what has been accomplished?

DC McMillan and Dan Avery (Douglas County) have been working with Holly who said there will be some high-level findings, and he will present them before he leaves. He said he will publish the report he has already discussed with Aurora. He is going to publish something; it will be a guide to the next person it is handed off to. The staffing study is probably the next stage to be completed, including the functionality of the lab. They believe his goal is not to make whoever takes over to go back through the conversations but to take what he has prepared and run with it.

Director Morrow said she didn't have any update so thank you for the information.

○ **Consortium Update – DC McMillan.**

Communication remains very high amongst the partnering agencies and the consortium. There are a lot of different pokers in the fire. The consortium at one time had three agencies participating but now both DAs Offices are represented. The meetings are consistently larger, from time-to-time Moe and Holly have been present. The monthly meetings Commander Paolino was holding are now every other month. The evidence reviews meetings with the DA's office with Sargeant's, Commanders and hearing from Director Morrow and team where we are with cases gives a better understanding of what the UFL does and the processes involved. We have had struggles with manpower in DNA but it's at the forefront and we are communicating with one another. Celina put out information on evidence packaging and it was sent out to all the commissioned officers in Douglas County the goal is to have CSI's consistent with evidence handling. The goal is to be more diligent and consistent within the 3 agencies. The CSIs from Arapahoe and Aurora attended a meeting with lab management few weeks ago, Douglas County was unable to attend. They are trying to keep that meeting moving forward and work on consistency between the agencies.

Onboarding; Arapahoe County has two people and Douglas County has one.

Lastly thanks to Director Morrow, Douglas County has a homicide case they are working on that is out of the wheelhouse and Director Morrow has been resourceful in connecting DC with people outside of the lab that have been able to help.

DC Hildebrand asked, with the increase in the staffing, he knows there is training, but what is the tipping point where the board should start to see the backlog decreasing and what is that tipping point. What is the staffing level and what is the tipping point where they can see an improvement, can you identify that?

Director Morrow said she can't identify that; she has only just received the start date for the new individuals. Without them starting she won't be able to give an accurate timeline of when they would be signed off. Hopefully at the next meeting Director Morrow is hoping to be able to provide a consistent level of requests and what we believe they can accomplish. We are still seeing the changes and increases to our new workflows as well, so there are a lot of moving parts. We have new workflows, multiple sign offs, multiple people in training at different phases because we have essentially upended everything, we have done before to increase efficiency, at this exact moment we don't have a date for when we believe we will start to see these results.

Director Morrow said she can say with our new workflow, our unassigned requests are down significantly from where they were at the last meeting.

Chief Chamberlain has a question for whoever could answer; In reference to the Matrix the Consortium put together, is there going to be an audit to evaluate the success of the Matrix? Would that be done by the consortium, the new "Moe" or by the Director, who would do that? Are we going to do an audit to see if we are adhering to the Matrix that the consortium developed and instituted? Are we meeting our goal?

Director Morrow said we certainly are doing everything we can but if you look at things realistically, the tier system simply took the issues and put them in a different order. We haven't had a true increase in resources, and we haven't had a true decrease in demand. Right now, we are still staying at status quo.

We are with these many trainees, having to show our trainees the breath of our work which means we can't just work on homicide cases, we have to show them burglary cases. We have to show them all types of cases because they have to learn the full scope. It is our accreditation requirement; their training has to reflect the types of cases they will see. We do still have to turn around cases that are not in that tier system. We are working through the priority cases and working through the tier 1 cases, and we are also pulling in an assortment of other cases that must get done or we can't sign our people off. It is a means to an end to have the trainees signed off.

Chief Chamberlain said he doesn't mean to be rude or out of line, we are going to have to have some type of metrics or audit because we can't keep using the personnel staffing as an excuse, are we meeting our objectives or not, are we having a reduction in crime or not, are we staffing properly? We are going to have to figure out a way to measure it, the Consortium came up with a matrix, and we can't circumvent what we are actually trying to do. We have to find a way to measure it. We can't just keep going around in circles talking about it because it will never be a perfect world, we do and have decided on a prioritization Matrix, are we adhering to it or not or is everything we talk about up here just a suggestion?

Director Morrow said the Matrix specifically includes the allowance for training, so yes, we are following it. The fastest way to have people signed off is to show them the cases. If we only worked tier 1 or only work homicides, we will never increase our resources because we won't meet the training requirements. We are absolutely working through everything we can, and each agency gets a regular report on their cases that have been released so everyone knows exactly what is being done. We have all of that information and are happy to provide it and Director Morrow said she has absolutely kept the Consortium updated; we need these cases done so we can have new analysts. The best time to fix this was three and a half years ago, the next best time is now.

Sheriff Weekly said three and a half years ago is gone so now we need to determine the best course of action. It will be up to Moe's replacement to get an assessment done; we have to move the needle.

Director Morrow said the best course of action is to get new people off that can move that needle.

Sheriff Weekly said he does understand.

Chief Chamberlain said we have to have something that validates it more than an anecdotal, we have to get people trained. We can't keep pushing stuff back so we can get people trained on burglaries when the need is for homicides. Maybe we need to look at restaffing and say, "you're going to be focused on the prioritization list and you're going to be focused on training" there has to be something other than throwing our hands up saying that is just the way it is. What is the Consortium for and what is the Board for if the suggestions if the objectives are just used as "maybe we'll do it, maybe we won't".

Director Morrow said she has one technician working nothing but batches of SA kits, one technician working nothing but batches of priority cases, we are prioritizing those, but we do have to pull and work some of the other cases, they are absolutely being prioritized. The priority cases get pulled before anything else is assigned.

Chief Chamberlain said it would be nice to see that on paper or in an audit and if you're doing everything 100% perfectly it would be nice to validate and use it as a baseline for Q2, Q3 and Q4.

Director Morrow said every agency gets a list of the requests released so they can see exactly what they have gotten, is that not helpful?

Commander Paolino said he thinks what the Chief is getting at and he understands the conversation, he is a part of the Consortium, the lab has the leeway for training and pulling cases out of order. He believes what the Chief is looking for is there a certain number of cases the trainees have to do or is it subjective. Can you provide that data on how many cases are being pulled out and why?

Director Morrow said as of right now, we have 13 property crimes that are in tier 2. One hundred and seventy-two requests in Tier 3, which are the majority of property crimes, Tier 4 is property and other offenses, priority cases right now, we have four priority and sixteen Tier 1, which is homicides, urgent sex offenses and sex offenses against children. You can clearly see there are four Tier 1 and then the numbers go up. We are also running up against statutes with some of these cases. Director Morrow spoke with an investigator yesterday when she was teaching at the IHIA class and they were speaking with an investigator who just got a CODIS hit and his statute is almost up, what do I do? We are also considering those. The other consideration Director Morrow needs to consider is grant money. Our grant money for DNA is formula money which means the state is given a pot of money and the state lab decides how the money is distributed to the regional laboratories. It is based on two parts, it is firstly based on the UCR data based on the jurisdiction the lab serves, and it is also based on CODIS entries. We get the majority of our CODIS entries from things like property crimes, things like homicides don't generate CODIS eligible data a lot of the time. To ensure we are getting grant money in the future, we have to make sure we are having CODIS entries. If these statutes expire and we are not working on things like property crimes that can give us entries into CODIS it will also affect our finances moving forward as well. They are all things we are trying to balance as we move through this process. We spent \$95,000.00 of our grant money to cover software that we weren't intending to,

which makes our grant money, (as everyone is in a budget crisis), we need to ensure the continuation of our grant money moving forward. It is a very big deal as well.

DC Hildebrand said when the Consortium comes up with a process, how are you applying it, where are the deviations at, are priority cases getting fulfilled quicker? What does that look like? Are we doing an evaluation and analysis of it to say, this is working or it's not working. Once training is done, we are going to improve this much. Do we need to go in another direction? It is hard to extrapolate from what we have in front of us.

Director Morrow said there is some of that information in your packets, under Laboratory Statistics, you can see the rush and priority cases are getting done significantly faster than the general queue, which is getting done significantly faster than the technician workflow. The technician workflow are the backlog cases, the cases coming up on statues these are cases that are going to ensure our grant money moving forward.

○ **Fiduciary Discussion**

Sheriff brown thanked Aurora for getting the detailed information on staffing requirements for Arapahoe County to be able to take over. They are feeling comfortable to be able to take over and now the fiduciary responsibility will fall under the agency that holds the Director position. Douglas County is prepared to take over those duties if the Director position ever falls to them. IGA verbiage will stay the same.

John Schneebeck said he is here to make the transition as easy as possible.

Director Morrow asked the question about maintenance contracts, a lot of them run from mid-year to mid-year, how will they be handled?

John Schneebeck said any maintenance equipment service plans will remain with Aurora for the life of the contract, the next year will process through Arapahoe County. Any PO's currently open will roll into the next year with Arapahoe County, Aurora will work with Arapahoe County to establish new POs for the next year. Grants will have to remain with Aurora because they are the applicant until the end of the grant period, with the next grant applications coming from Arapahoe County.

Sheriff Weekly asked if there were any further discussions. Chief Chamberlain directed a question towards Collins, Cole, Winn Ulmer. Are we on track as far as litigation and funds. Ashley Hernandez-Schlagel said we seem to be in a good place. Director Morrow said to our knowledge, we have a few subpoenas still pending but most of the litigation is done.

Sheriff Brown asked about an Amicas brief we received regarding Missy Woods. Director Morrow said the only brief she is aware of is one in Firearms. It is unrelated to Missy; it is related to the admissibility of firearms testimony and testing. If there is a Supreme County item related to Missy, she is not aware of it. The firearms one is ongoing and they are working with CBI on it.

4. Next Meeting: Next Meeting – September 23, 2026 / 2:00 – close @ UFL

5. Adjournment – Motion to adjourn presented by Chief Chamberlain, 2nd by Mayor Coffman.

Motion passed.

Meeting concluded at 2.42pm